



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA  
Chief Executive Officer

March 11, 2009

To: All Department Heads

From: William T Fujioka  
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka", is written over the printed name and title.

Board of Supervisors  
GLORIA MOLINA  
First District

MARK RIDLEY-THOMAS  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

## 2009 COUNTY STRATEGIC PLAN

On March 3, 2008, the Board of Supervisors approved the updated County Strategic Plan. The approved County Strategic Plan includes updated Goals, Strategies, and Values that focus on current and anticipated organizational and programmatic issues and priorities. The County Strategic Plan is attached for your reference.

Effective immediately, please ensure your Department, in its course of business, reflects the updated County Strategic Plan. This includes referencing the updated County Strategic Plan in the Board letter section, "Implementation of Strategic Plan Goals," as well as in any reports, publications, or events your Department produces. In addition, please also update your Department's website and your own departmental Strategic Plan to reference the updated County Strategic Plan. The electronic copy of the entire County Strategic Plan and a one-page summary are available at: <http://web.co.la.ca.us/lacounty/StrategicPlan/index.htm>.

Additional information on the impact the updated County Strategic Plan will have on the Management Appraisal and Performance Plan process, the Special Talents for Achieving Remarkable Service (STARS!) program, and other County programs/initiatives will be addressed in separate correspondence.

Thank you for your time and dedication in assisting our Office in updating the County's Strategic Plan. If you have any questions, please let me know, or your staff may contact Martin Zimmerman at (213) 974-1326.

WTF:ES:MKZ  
FC:JR:pg

Attachment

c: Each Supervisor

2009-03 - 03-11-09 2009 County Strategic Plan

*"To Enrich Lives Through Effective And Caring Service"*

**Please Conserve Paper – This Document and Copies are Two-Sided  
Intra-County Correspondence Sent Electronically Only**

## COUNTY OF LOS ANGELES

*Strategic Plan*

## ◆ County Mission ◆

*To enrich lives through effective and caring service*

## ◆ County Values ◆

Our philosophy of teamwork and collaboration is anchored in our shared values:

- **Accountability** – We accept responsibility for the decisions we make and the actions we take.
- **Can-Do Attitude** – We approach each challenge believing that, together, a solution can be achieved.
- **Compassion** – We treat those we serve and each other in a kind and caring manner.
- **Customer Orientation** – We place the highest priority on meeting our customers' needs with accessible, responsive quality services, and treating them with respect and dignity.
- **Integrity** – We act consistent with our values and the highest ethical standards.
- **Leadership** – We engage, motivate and inspire others to collaboratively achieve common goals through example, vision and commitment.
- **Professionalism** – We perform to a high standard of excellence. We take pride in our employees and invest in their job satisfaction and development.
- **Respect for Diversity** – We value the uniqueness of every individual and their perspective.
- **Responsiveness** – We take the action needed in a timely manner.

## ◆ Strategic Plan Goals ◆

1. **Operational Effectiveness:** *Maximize the effectiveness of the County's processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.*
2. **Children, Family and Adult Well-Being:** *Enrich lives through integrated, cost-effective and client-centered supportive services.*
3. **Community and Municipal Services:** *Enrich the lives of Los Angeles County's residents and visitors by providing access to cultural, recreational and lifelong learning facilities programs; ensure quality regional open space, recreational and public works infrastructure services for County residents; and deliver customer oriented municipal services to the County's diverse unincorporated communities.*
4. **Health and Mental Health:** *Improve health and mental health outcomes and efficient use of scarce resources by promoting proven service models and prevention principles that are population-based, client-centered and family-focused.*
5. **Public Safety:** *Ensure that the committed efforts of the public safety partners continue to maintain and improve the safety and security of the people of Los Angeles County.*

# COUNTY OF LOS ANGELES STRATEGIC PLAN

## Plan Structure

The County of Los Angeles Strategic Plan consists of the following components, beginning with the broadest and most long-term elements to the most specific, short-range and tactical activities:

**Mission Statement:** An overarching, timeless expression of the County's purpose and aspiration, addressing both what the County seeks to accomplish and the manner in which the County seeks to accomplish it.

**Values:** Shared attributes and behaviors that inform and guide our actions in delivering services.

**Goals (and Goal Statement):** Goals identify the major service or programmatic areas where the County will focus its strategic efforts. Goal Statements are broad, long-range "visions" for a significant area of the County's operations. It defines what the County must accomplish to achieve its mission. Implementation will require collaboration within and across programmatic clusters for achievement.

**Strategies:** Strategies, outline at a high level how the Goal will be accomplished. Strategies should represent the major direction that the County will undertake to achieve the Goal. Strategies are seen as having a five-year, or more, time horizon.

*The preceding components **require approval by the Board of Supervisors**, including any updates or revisions. As the components below are more business/implementation/action plans and may need to be revised on a more frequent, tactical basis based upon experience or changed circumstances, they are provided for information purposes. Specific enabling actions may require Board action and will be brought forward at the appropriate time of implementation.*

**Objectives:** Objectives are specific steps, or action plans, on how to accomplish Strategies and include specific timeframes. Objectives are reviewed regularly and updated annually.

**Individual Departmental Strategic Plans:** Strategic plans at the departmental level detail that specific department's role and activities in support of the County Strategic Plan Goals, Strategies and Objectives. Departmental strategic plans may also include department-specific goals and priorities that are not specifically addressed within the major goals of the County Strategic Plan.

# 2009 COUNTY OF LOS ANGELES STRATEGIC PLAN

## Goals and Strategies

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### **GOAL 1: OPERATIONAL EFFECTIVENESS:**

**Maximize the effectiveness of processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.**

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- Strategy 1: Fiscal Sustainability: Promote sound, prudent, and transparent short- and long-range fiscal policies and practices that help ensure maintenance of critical, high priority County public services despite cyclical economic conditions.
- Strategy 2: Service Excellence and Organizational Effectiveness:
- a. Streamline and improve administrative operations and processes (e.g., human resources/classification/compensation, contracting, procurement, and capital projects/space management) to increase effectiveness, enhance customer service, and support responsive County operations. Employ benchmarking to help develop targets
  - b. Evaluate organizational structure to achieve operational efficiencies and improve County service delivery, including restructuring or consolidating existing County departments, functions, or commissions, and partnerships with external agencies.
- Strategy 3: Environmentally Responsible Practices: Implement environmentally-responsible practices in County operations to reduce County's "Carbon Footprint" and promote environmental stewardship, including actions to meet the County goal of a 20 percent reduction in energy and water usage in facilities by 2015.
- Strategy 4: Workforce Excellence: Implement human capital management best practices (e.g., succession planning, professional development, employee surveys) to enhance the recruitment, development, and retention and well-being of qualified County employees.
- Strategy 5: Information Technology: Promote, share and coordinate information technology services, which are cost-effective, reliable, accessible, and secure, to achieve operational improvements and County business goals.
- Strategy 6: Disaster Training and Emergency Preparedness/Response: Under the leadership of the County's Emergency Management Council and the Public Safety Cluster, ensure that the readiness, responsiveness and recovery of departments/operations within the Operations Cluster are addressed in the County's disaster training and emergency preparedness and response efforts.

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**GOAL 2: CHILDREN, FAMILY, AND ADULT WELL-BEING:**  
**Enhance economic and social outcomes through integrated, cost-effective and client-centered supportive services.**

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- Strategy 1:    Client-Centered Integrated Services: Develop and implement client-centered approaches through integrated services and best practices.
- Strategy 2:    Information Sharing: Promote information sharing and strategic planning within and between clusters, departments, and agencies to create more accessible and cost effective service delivery.
- Strategy 3:    Cost Avoidance: Increase cost avoidance and improved service outcomes through improved administrative efficiency and management.
- Strategy 4:    Partnerships: Strengthen partnerships with community based-organizations, foundations, and other governmental agencies to maximize effectiveness, funding sustainability and capacity building.
- Strategy 5:    Maximize Resources: Maximize existing resources and program effectiveness through program evaluation and improved data management.

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**GOAL 3: COMMUNITY AND MUNICIPAL SERVICES:**

**Enrich the lives of Los Angeles County's residents and visitors by providing access to cultural, recreational and lifelong learning facilities programs; ensure quality regional open space, recreational and public works infrastructure services for County residents; and deliver customer oriented municipal services to the County's diverse unincorporated communities.**

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Strategy 1: Cultural and Recreational Enrichment: Increase accessibility to County cultural, recreational and lifelong learning facilities and programs.

- a. Promote County programs offering opportunities for cultural, recreational and lifelong learning and expand on enhancing program opportunities between multiple County departments that share services.
- b. Develop a long-range plan so that all residents of Los Angeles County, regardless of age, have access to quality, affordable cultural, recreational and lifelong learning services.

Strategy 2: Public Works Infrastructure: Provide quality public works infrastructure and land development services to our communities.

- a. Continue development and implementation of an Infrastructure Management Program to assess condition and operating performance of critical County public works infrastructure assets and systems.
- b. Provide a system of regional public works infrastructure and services that proactively complies with or exceeds all environmental quality regulations in the areas of storm water and urban runoff, solid waste, drinking water and wastewater, thereby improving the quality of life for all of the residents of cities and unincorporated communities.
- c. Enhance service to all customers and stakeholders in land development and building permitting functions while protecting the interests of County residents in communities where development occurs by providing prompt, accurate, and coordinated business processes and monitoring of projects.

Strategy 3: Unincorporated Area Business Plan: Implement a business plan that enhances and sustains County services, both regional and municipal, to unincorporated area services through a collaborative partnership with the Board offices, community, County departments and other agencies.

Strategy 4: Housing Opportunities: Promote a wide range of housing opportunities to meet the needs of persons of all income levels and those with special needs.

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**GOAL 4: HEALTH AND MENTAL HEALTH:**  
**Improve health and mental health outcomes within available fiscal and other resources,**  
**by promoting proven service models and prevention principles that are population-**  
**based, client-centered and family-focused.**

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Strategy 1: High Risk/High Cost Populations: Develop multi-departmental integrated approaches for individuals with multiple problems to more effectively address substance abuse, mental health, health, housing and related issues, including proposals to increase or make better use of available revenue sources.

Strategy 2: Prevention/Population: Create a physical environment that is conducive to good health, by encouraging and enabling all Los Angeles County residents to make healthy choices about their diet, physical activity, and other behavior, and developing recommendations to enhance the quality of life of County residents living with physical and/or mental disabilities.

Strategy 3: Data Sharing:

- a. Framework: Establish a legal, policy, and procedural framework for sharing individually identified patient information for purposes of analysis, service planning, and coordination of care among County departments who provide services to the same individuals.
- b. Technology Exchange: Establish the information systems foundation for future electronic exchange and begin routine electronic exchange of selected health and human services data among County departments serving the same individuals.
- c. Measures: Promote collaboration between County departments by developing and implementing a comprehensive set of outcome measures that include specific benchmarks for cost-effectiveness and quality in services to County clients.

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**GOAL 5: PUBLIC SAFETY:**

**Ensure that the committed efforts of the public safety partners continue to maintain and improve to the highest level of safety and security standards for the people of Los Angeles County.**

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- Strategy 1: Public Safety Accountability: Establish the ability for public agencies to measure and compare the outcomes of public safety programs to ensure that funding priorities generate the intended outcomes.
- Strategy 2: Disaster Planning: Evaluate and refine a coordinated countywide catastrophic disaster plan to ensure workforce and resident readiness and preparedness in the event of a large-scale emergency.
- Strategy 3: Custodial Overcrowding: Eliminate ineffective policies and inefficient procedures that lead to the systemic causes of custodial overcrowding and develop and institute countywide policies to reduce custodial overcrowding.
- Strategy 4: Communications Interoperability: Implement practices and policies to improve communications interoperability between public safety agencies and improve service delivery to the community through partnerships, legislative, and technological efforts.
- Strategy 5: Crime Prevention: Initiate and implement violence reduction initiatives to provide a safer environment for residents through collaborative efforts across County clusters and with our community partners.